



ANNUAL REVIEW 2015

Verdun HOUSE
A place of healing from addiction.

Marina HOUSE
A place of healing from addiction.

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"I never knew or thought that I had an addiction, I didn't even know what an addiction was."

MISSION VISION VALUES

Our Mission

Helping addicted persons heal and lead productive lives.

Our Vision

To be the leading, internationally accredited institution in the Caribbean in addiction treatment and counselling training.

Our Values

Treat every person with dignity and respect

Committed to the 12-step fellowship

Always hopeful and understanding

Open to new ideas

Teamwork

COMPANY REGISTRATION INFORMATION

Company Registration Number - 12928

Charity Registered Number – 206

Registered Office

c/o EY

Worthing

Christ Church

OUR LEAD TEAM

Board of Directors

Norman Barrow

Nicola Berry

Peter N. Boos, F.C.A.

Chairman & CEO

Christopher Holder

Harold Hoyte

Tristan Millington-Drake

Katrina Sam

Dr. Sterling Mungul

Pauline Tulley

Executive Team

Peter N. Boos, F.C.A.

Chairman & CEO

Marietta Carrington

*Director – HR, Communication &
Client Development*

Jacqueline Lewis

Clinical Director

Bernard Pooler

*Director – Finance &
Administration*

Company Secretary

Marietta Carrington



Not in photo: Norman Barrow & Dr. Sterling Mungul



*“I have started to
humble myself, and
really ask for help.”*



MESSAGE FROM THE BOARD

Our Mission is 'helping addicted persons heal and lead productive lives.'

Everything we do is with that aim in mind.

Highlighted below are the major achievements and developments in 2015.

This report contains detailed information on our work in pursuit of our Mission and Vision 2014-2016.

1. Women: Marina House Opening

We focused on getting ready to open Marina House, our residential treatment facility catering for 16 women in both primary and secondary phases of treatment.

Preparations focused mostly on the staff needed to do an effective job and upon their development and training.

Hazelden Betty Ford, one of the world's leading Addiction Treatment Centres based in Minnesota, facilitated the training.

Our staff complement at Marina House is six excluding our security services. Four of the six team members were new hires and two transfers from Verdun House. We were especially pleased to transfer Janelle Chase-Mayers who has been with The Foundation serving with distinction in the role as Marriage & Family Therapist. Janelle is the lead-coordinator for Marina House.

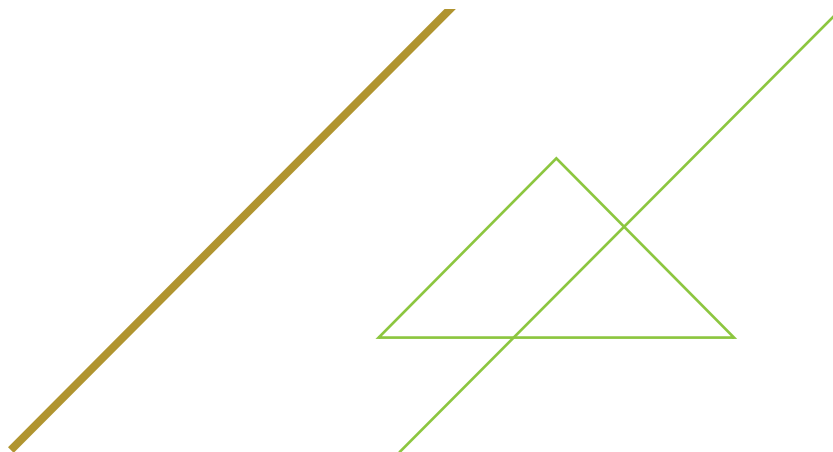
Our first clients entered treatment on the 5th October 2015.

It was completed on time and on budget thanks to the work of the contractor, Nicolls & Edghill and the professional services of Cooper Kauffman and the architectural services of Gillespie & Steele.

Furnishing and equipping were well planned and many items were donated by generous sponsors (see our Gratitude Report).

A Women's Facility has been our dream for many years.

It is an important addition to the Health Infrastructure of



Barbados. It has finally come thanks to the generosity of The Maria Holder Memorial Trust whose Chairman, Christopher Holder, serves on our Board. Words do not adequately express our appreciation.

The Honourable John Boyce, Minister of Health officially opened the facility on 29 December 2015.

A full report on Marina House can be found on page 23.

2. Officers and Board Changes

(a) Chairman and Company Secretary

-During the year Norman Barrow, a SAF Founder, retired as Chairman having served 13 years in that position. We thank him for his outstanding service and unwavering support from inception;

-Peter N.Boos FCA, a co-founder, volunteer director and CEO was appointed Chairman effective 1st April 2015.

-Mrs. Jan Boos retired as Company Secretary and Mrs. Marietta Carrington appointed to fill the vacancy.

We thank Mrs. Boos for her outstanding work and dedication especially in the formative years of The SAF.

(b) Staffing

Our ambition is to be accredited by CARF in the USA. Consequently we have pursued a strategy to engage additional clinical staff with the necessary knowledge, skills and abilities.

3. Funding and Sustainability

All charities must develop long term plans for their sustainability. The SAF is no different.

Due to the specific nature of our work and the clients we serve, opportunities for revenue generation are limited. No other issue engages more of our time and planning when thinking about the future.

Without the original and on-going most generous support of Hans Kristian Rausing and his family we would not be able to continue operating. We do not take this philanthropy for granted.

Our approach is to attract as many other sponsors as possible, which includes the Government of Barbados and many in the Private and NGO Sectors.

We have successfully embarked on a plan to attract more volunteers, pro bono and in-kind donations.

Our Annual Golf Tournament continues to attract major support



and contributes significantly to our fundraising target. In seeking to engage sponsors, we emphasise that treating Barbadian addicts is a domestic issue, which we all have a responsibility to support.

We will bolster our fundraising competencies in 2016 by adding an experienced volunteer resource.

The Rausing support is the pillar on which we build our funding efforts.

On behalf of all who benefit from The SAF's work we wish to acknowledge with deep gratitude the Rausing's outstanding generosity.

4. Government Partnership

From inception, the Barbados Government has been an effective and reliable partner of The SAF. They support our work mostly in the areas of policy and funding but also in a number of other ways. During the year we received technical advice from The Ministry of Agriculture on a number of areas that included better utilization of land space, increasing production yields and protection of crops without the use of harsh pesticides.

Our team participates actively in many Government related efforts to provide a better recovery environment for addicted persons e.g. the Drug Treatment Court, The National Council on Substance Abuse etc. We are

committed to working with the Government to enhance all aspects of our operations and to make life better for our clients and their families.

5. Values and Culture

Successful and sustainable organizations have a strong distinctive culture and set of values.

The SAF is all about helping our clients recover and lead productive lives.

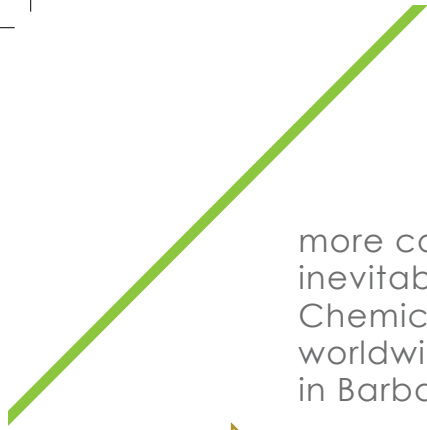
This is our Mission. Period.

Our culture demonstrates our values, which include:

- creating a caring, loving environment that acknowledges a Higher Power and that is inclusive and offers hope, forgiveness and understanding to our clients;
- showing respect for all our clients and colleagues at all times;
- integrity and sound governance;
- being open to change;
- working as a team;
- transparency in measuring and reporting on performance and impact on all aspects of operations and our stakeholder communities.

5. The Future

The global trend to legalise marijuana makes our job



more complicated and will inevitably lead to more addictions. Chemical dependencies worldwide are increasing including in Barbados.

▷ *(i) Recovery.*
Our focus will continue to be on supporting and sustaining recovery of our clients. In that regard we plan to expand our Alumni collaboration efforts. We will work with the Corporate Sector to find gainful employment opportunities for them. Without work opportunities the risks of relapse are high. We also need to establish a facility where persons in recovery can socialize in a drug free and safe environment. The alternative is going back to old haunts that are high risk for relapse.

▷ *(ii) Revenue Generation.*
We will expand our micro-businesses to generate additional revenue.

We will seek closer relationships with key corporate sponsors to improve our pro bono and in kind donations.

Our volunteer programmes will be expanded to save costs and boost competencies.

▷ *(iii) Sustainable Practices.*
We are exploring various opportunities for use of renewable energy sources and to grow more of our food using permaculture principles whilst capturing and using rainwater.

▷ *(iv) Performance Excellence.*
In 2015 we adopted the Governance Code of Conduct promulgated for Charities in the UK. We will pursue high standards in all aspects of operations

and seek to be accredited by The Aspire Foundation, a local charity working to strengthen the domestic charities sector and provide accreditation driven services support.

We thank the outstanding team at The SAF who work diligently daily to achieve our purpose. We will continue to support their personal and professional development.

We thank all our stakeholders who take an interest in helping people recover from the severe consequences of addictions on both individuals and their families.

Caring for people is probably the most effective way to reduce the numbers who find substance abuse essential to living. As a Community this should be a top priority.

Peter N. Boos FCA
Co-Founder, Chairman and CEO

HONOURING OUR OUTSTANDING CHAIRMEN



Harold Hoyte 1996-2002

On the formation of The Substance Abuse Foundation Inc. (The SAF) in 1996, Harold Hoyte, the then Editor-in-Chief and President of The Nation Publishing Company, was appointed as the first Chairman.

These were the formative years of The SAF and Mr. Hoyte's leadership ability and wide community respect proved invaluable as the various challenges were faced and overcome.

Once established and its objectives stated, The SAF Board began in earnest, the formidable task of identifying a suitable site for an addiction treatment centre, and raising funds to meet the cost of such a purchase. An ambitious mission that required strong

leadership from astute leaders like Harold.

During his tenure as Chairman, The SAF purchased and established Verdun House in St. John, the first such facility in Barbados, and developed strong and enduring relationships with many key stakeholders most especially the family and advisors of Hans Kristian Rausing and the Government of Barbados.

Thanks to Mr. Hoyte's exceptional writing skills, a "from the horses' mouth" history of The SAF has been written that will ensure the record is complete and accurate for posterity as The SAF continues its journey.

The New Zealand Maoris use the word 'mana' which perhaps best describes Harold. It captures so many qualities: authority, status, personal power, bearing charisma and great personal prestige and character. Maoris believe that 'mana' is the underlying spiritual goal of human existence. It describes a person of rare quality; a natural leader possessing strength, leadership, great personal power, gentleness and humility.

Harold clearly has Polynesian ancestry in his blood!

In 2002 he retired as Chairman and has remained an active member of the Board.

HONOURING OUR OUTSTANDING CHAIRMEN



Norman Barrow 2002-2015

Norman Barrow is also a founding SAF member. He succeeded Harold Hoyte in 2002 and served as Chairman until his retirement in March 2015. He will continue as a Board member.

During his tenure many additional milestones were achieved including the development of strong relationships with Action-On-Addiction in the UK, Hazelden Betty Ford in the USA and The Maria Holder Memorial Trust.

All continue to make significant contributions to The SAF including development of our clinical skills and the establishment of our addiction treatment centre for Women, Marina House.

In 2009 Verdun House was accredited by the European Association for Treatment of Addiction (EATA).

Norman has served with distinction, giving of his time, talent, treasure and intellect to the development and growth of Verdun and all its efforts.

We look forward to his continued support.

“Learning to read was the most important thing that happened to me in treatment, when I came to Verdun I could recognize only two words.”

HONOURING OUR OUTSTANDING CHAIRMEN



Peter N. Boos, FCA New Chairman and Chief Executive Officer

Peter N. Boos, FCA is a co-founder and director of The SAF. He has been serving with distinction as a member of the Board from inception in 1996.

A major leap in the advancement of The SAF came when in 2004, on his retirement as Executive Chairman of Ernst and Young Caribbean Mr. Boos offered to augment the management of Verdun House by becoming an unpaid, part-time, supervising Chief Executive Officer, bringing his vast corporate experience to bear on strategic planning, decision-making and effective execution.

He has served in this position for approximately 11 years (2004 – 2015).

Norman Barrow in welcoming Mr. Boos to the Chairmanship had this to say. "Peter, what can I say, thank you for all that you have done, are still doing and about to do. You applied your expertise to us and as a result we were able to establish ourselves as an efficiently run organization. We were always able to present proper financial records which gave confidence to our benefactors that their support was not being squandered. Since your retirement and becoming CEO you have moved Verdun to another level."

Mr. Boos appointment as Chairman became effective April 1, 2015.



OUR FAMILY PROGRAMME



Helping Families Heal

Addiction can and does create havoc on the family. Members of the family unit experience significant stress and disharmony. What used to be routine or familiar are constantly being interrupted by unexpected occurrences, some of which may even be frightening or physically harmful. Our Family Programme continues to be at the centre of our treatment for addicts and their families.

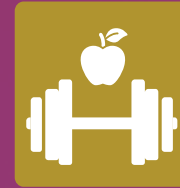
In 2015, a total of 22 primary clients benefitted from the family programme with initial family assessment and consultation and family therapy sessions. In the Second Phase programme, 24 clients were assessed through the re-integration program utilizing the family therapy sessions, home-visits and family workshops. Seven family workshops were conducted for the year and we had three family

support groups to assist in the on-going relationship of family and recovery. These were improvements over the 2014 year.

The Family Programme added four exciting, informational sessions into the Primary Care and Second Phase programme. These cover a wide range of topics that included Steps Quotient, Family Success Part 1 and 2 and Narrative Workshop to assist in the family's healing process.

Without the help and support, addiction can disrupt a family and its effects can last decades. It is for this reason that we have always encouraged participation in family support groups. In March 2015 we were able to expand our family services program by hosting of AL-Anon Barbados, to bring support to families in addiction.

CLINICAL HIGHLIGHTS



We reached the 800 milestone!

In 2015 we accomplished a significant achievement by recording a total of 825 clients that have been treated at Verdun House over the years.

During the year, we treated 48 in our Primary phase programme. Twenty of these men completed the Primary Phase, with one client entering and completing the Primary Phase twice in the calendar year. Eighteen of these clients were referred to the Secondary Phase.

Supporting Recovery through our Alumni programme continued. We successfully held an Alumni Meeting Marathon in August under the theme "The Journey Continues" to coincide with the national Crop Over festival. It was well received by the more than 100 alumni members and their families. Thirteen persons from our Alumni volunteered as guest speakers. They shared their strength and hope with a captivated audience that listened attentively to the personal challenges and victories that these individuals continue to grapple with on

the road to recovery. These dynamic speakers were between 13 years and two years sober.

Clients continue to celebrate and observe significant sobriety milestones at Verdun. During the first quarter of 2015, we had five clients celebrating three-year anniversaries. David Waithe a member of the Verdun House team also celebrated 20 years sober one day at a time. David was acknowledged and presented with a 20-year medallion from Narcotics Anonymous International.

The Second Phase programme was enhanced to include lectures and workshops surrounding topics in 12-step philosophy, functional living skills and the CVQ programmes. Some of the topics covered during the year included budgeting, work ethics, healthy recreation, entrepreneurship and self care.

We strengthened our clinical team by making some internal changes and adding new team members. We highlight the main ones. Lucinda Yearwood, a Primary Counsellor with social work

background was transferred to our Second Phase programme to shore up our clients integration efforts. Janelle Chase-Mayers who headed up our Marriage & Family programme was transferred to Marina House as lead coordinator. Janelle will bring her solid MFP and addiction experience to the treatment programme. She was replaced by the equally talented Al Layne who is both a Family Therapist and a very skilled Attention Deficit Hyperactivity Disorder (ADHD) counsellor. Dr. Jerine Griffith joined as a Clinical Supervisor and Clinical Psychologist. She brought a psychology perspective which strengthened the medical track as well as provided critical interventions for dual diagnosed and potentially suicidal clients. She has provided a healthy balance through a formalised structured supervision model that best supports the needs of The Foundation.

Our Health and Wellness programme was expanded in 2014 to include additional relaxation therapy. We have a fully trained cadre of yoga practitioners who continued to devote their time, talent and treasure to our wellness

efforts. Verdun House and Marina House are benefitting from their specialised services.

The Art Therapy programme continued to be a very dynamic aspect of the clients' rehabilitation. These sessions aim to ensure that clients explore concepts and issues within the context of life in addiction and recovery. The clients from Verdun House re-entered the NIFCA exhibition after a break from the previous year. From the Primary Phase section there were four clients who exhibited abstract multimedia pieces from their Art Journals on Addition to Recovery. Of the three entries from our Second Phase programme, there was one painting and two sets of craft pieces – a series of Tie and Dye pieces and a wire wrapped stone set entitled 'Exotic Rocks'. It was in this section that we gained two Bronze awards for two of the series pieces (by Dwight M.) - a set of wraps/hangings entitled 'New Beginnings' and a table cloth piece entitled 'Independence with Pride'. We are pleased to present the award-winning submissions throughout the report

CLINICAL HIGHLIGHTS CONT'D

A need for more intensive tutoring for clients who either present with special needs or who have difficulty in the small group setting needed focussed attention. We addressed this need using qualified professionals who are attached to our Volunteer Programme. Two new volunteer Reading Tutors were brought on to work one-on-one with those clients. The tutors meet on a weekly basis with five different clients and are a welcomed addition to the already established Remedial Programme.

We piloted the position of an Aftercare Coordinator/ Case manager to determine whether it was a top priority for the clinical programme at this junction. A volunteer came on board for three months and served in that position for our Primary Phase programme. She created procedures and brought more structure to the Aftercare services.

We strengthened our medical and mental health team with the addition of a second general and mental health nurse in recognition of the additional needs that will be required to adequately service the needs of our female clients.

We embarked on a two-year research initiative that sought to make use of the stock pile of data that has been collected over the past fourteen years. The project was piloted during the year and is being supported

by research interns and research fellows who form part of our Volunteer Programme.

The main goals of the project are to:-

- support programme evaluation
- improve services with the imbedded long term goal being to reduce recidivism and relapse
- contribute to addiction research regionally and internationally thereby adding to the body of research about the factors that contribute to post-treatment long-term sobriety.

This initiative is being led by Dr Jerine Griffith and Larry Mayers.





Dwight M.
Bronze Award
The National Independence Festival of Creative
Arts(NIFCA)

Our Community Partnerships

We continue to provide valuable input to the addiction agenda at the national level. Two members of our Clinical team that include Jacqui Lewis our Clinical Director serve as a member on the National Council of Substance Abuse Steering Committee and Drug Treatment Court Steering committee.

The relationship between HMP Dodds and The SAF continued to be strengthened by way of lending support to the Prison's Resettlement, and Re-integration programmes. The SAF was instrumental in selecting representatives from both of these programmes to participate in PROOCER-Drug Treatment Training. We anticipate that staff from these programmes will be better able to screen inmates and make suitable referrals to our treatment centres.

We continue to work with the University of the West Indies, the Barbados Community College and other training institutions to provide opportunities for students pursuing academic studies in the human services field to intern with us. A total number of six individuals were provided with opportunities during the year. The disciplines included social work, psychology and counselling psychology.

Approximately 25 pastoral students from Codrington College participated in a training session about addiction and counselling skills. Ten of the 25 students came to Verdun House to participate in a peer counselling session with clients who agreed to meet with them. They were given the opportunity to debrief with the Clinical Supervisor and Primary Coordinator who oversaw the learning experience.

A CLIENT'S PERSPECTIVE

My Road to Recovery and a Life of Sobriety

-Steve Smart

Not a bullet to my left leg; not incarceration; not the hard concrete of City streets as my bed, feasting on scraps recovered from bins moves me like the memory of the first time my mother kissed me at 43.

As a teenager, I had turned to the streets, crack cocaine and crime, longing for affection. Any kind. At any price.

Today, I can honestly say that my story is one of experience dealing with crack cocaine, marijuana, tobacco and those sort of drugs.

My biggest battle was with crack cocaine. When I got my first hit, it was the most ultimate drug that I ever tasted and I continued with it for over 30 years.

I was around 13 years old when my curiosity about drugs was aroused while I was driven to liming on "the

block". It was among the "guys" that I felt the love I was missing at home; it was here I escaped from my mother's constant beatings.

I later took to the street full-time. Then I roamed the beach, "hustling", saying "yes" to anything that would bring me a dollar. It was on the beach that I was also introduced to crack cocaine that would become the bane of my life. That first experience was something that I never felt like before. I was shy but crack caused me to come out and be bold.

The downhill spiral of my life did not take long to reach full spin. I roamed in search of the drugs, getting them from anywhere I could find them. I spent my entire earnings on drugs. I blew close to three or four thousand dollars in just about a week and a half, all lost in feeding my habit. It put me in a place where it destroyed me.

I began stealing to support my habit and it landed me in prison on several occasions where I served between three and six-month sentences. All you care about is the drug. The drug speaks for you. It controls you. Nothing else in life mattered. My final rest came when I was arrested by police for breaking into a business place. I still have a scar from the gun shot I received while fleeing. It is a constant reminder of the turning point in my life.

I was given a year's sentence. I learnt to read and write at age 43. Incarceration was not easy for me. That experience was one that really changed my life.

relationship with my sisters that had eluded me all my life. Today, my mother is one of my best friends. Today I am married to a lady I met at the church I was attending when I was getting my life back on track. She loved me for who I was. I am devoted to helping persons suffering from the disease of addiction and provides assistance at the national level through the National Council on Substance Abuse. I am now eight years sober one day at a time.

Adapted from an interview conducted by Gercine Carter on behalf of The Nation Newspaper



In court, I disclosed my addiction to the judge and begged for help.

And then came  **Verdun House**. I spent 18 months at the facility which provided me with further assistance with accommodation after I left the treatment facility.

This enabled me to finally find my place in society.

With the help of my counsellors I have reconnected with my mother and have built a

CLIENT DEVELOPMENT

We continue to build upon previous years. We know how important it is to the integration of our clients that they are equipped with life and social skills. We also understand how critical it is to their sobriety that they have the opportunity to acquire new skills or retool if they are to become part of a productive work force. Without these skills, remaining sober will become more difficult.

With this in mind, we doubled down on our Client Development efforts. In 2015, clients who had begun the Caribbean Vocational Qualification (CVQ) programme were assessed: Two clients and two staff members in the Commercial Food Preparation – Level 1 CVQ and two in the Information Communication Technology (ICT). In ICT, the students assessed were deemed to be competent in three of the four modules. Reassessment in the additional ICT unit and Commercial Food Preparation is expected to take place in 2016.

We added Amenity Horticulture – Level 1 to the programme. This is a much shorter programme (eight weeks) which requires fewer units for certification. Five clients and two staff members participated. Dr. Richard Graham, a highly trained agriculturalist, facilitated the programme and has been retained as the Internal Verifier for this programme. We are at the assessment phase.

Two of the clients who have completed the Amenities Horticulture course have obtained employment as gardeners. This initiative is heading in the right



direction, where clients are able to utilise their newly acquired skills to gain employment.

Clients got the opportunity to participate in a six-week training programme in First Aid. This was a requirement from the Technical and Vocational Education and Training (TVET) Council to ensure that there was an adequate number of clients and staff with this skill. Nine clients successfully completed the programme and were awarded certificates.

A review of the programme and an audit of the process by the Caribbean Examination Council (CXC) and TVET will take place in 2016.

Clients participated in cultural and educational activities during the year that included field trip. Diamonds International, one of The SAF's longstanding corporate supporters, treated clients and other charities on the Island to a special production of Broadway to Barbados. The cast of professional Broadway performers from New York sang and danced their way into the hearts of attendees. It was indeed an incredible experience for many of our clients.

Last reporting cycle, we indicated that we had two clients pursuing academic qualifications, with one being successful in attaining his Associate Degree in Psychology. We are happy to report that the second client has remained sober and is still enrolled in the three-year Associate Degree programme in Applied Sciences. His grades continue to be outstanding and he is currently completing six subjects per semester. He was successful in obtaining a job attachment at one of Barbados' leading manufacturing companies, where he has been able to apply the theoretical concepts learnt in the classroom to real life work experiences. We expect him to complete the programme in June 2016.



“I have stopped being so angry, and argumentative...I didn't even know that I was an angry individual.”





Marina HOUSE

A place of healing from addiction.


Telephone: 246 433-3488 Fax: 246 433-0113

Email: info@marinahousecare.com

A project of

The Substance Abuse Foundation Inc.

a gift from

The Maria Holder  Memorial Trust

MARINA HOUSE

A place of Healing from Addiction for Women

A Gift from The Maria Holder Memorial Trust

September 5, 2015 was an historic day in Barbados. This is the day that Christopher Holder, Chairman of The Maria Holder Memorial Trust presented Peter N. Boos, Chairman and CEO of The Substance Abuse Foundation Inc. with the keys for the completely renovated Marina House women's residential treatment facility. It signalled another significant achievement of the partnership between the Trust and The Foundation - a partnership to help women in addiction and their families have a better chance of a normal life.

Exactly one month later, Marina House welcomed its first cohort of women and heralded a new beginning of healing and restoration for women in Barbados and the Caribbean Region. Finally, women who have problems with substance abuse and addiction have an exclusive residential facility. This has been a long dream of The Substance Abuse Foundation.

Marina House is named after

the sister of Christopher Holder, and wife of Chesterfield Brewster, the Founders of The Maria Holder Memorial Trust. As a collaboration between The Trust and The Foundation, this facility will fill an acute need for a residential substance abuse facility for women in Barbados. Since the early days of Verdun House, our all-male facility, the number of women in addiction has grown significantly and has put a large population of children and families at very high risk.

Therefore, the partnership forged to establish Marina House, underscores the effectiveness of the current addiction programme at Verdun House which offers the best and most recognised addiction programme on the island and the only one to have international accreditation. Given this track record, clients who enter treatment at Marina House can expect to receive the same excellent standards and therefore reap similar success.

MICRO BUSINESSES



Our microbusinesses continue to be used by our clinicians to provide therapeutic experiences for our clients. During the year, we restructured our microbusinesses to focus our clients in key areas of personal and professional development. These “work” related activities are designed to assist them with learning living and social skills that will support their reintegration into society and the world of work. Our three main core businesses are our animal farm, vegetable farm and amenities horticulture. We have a long standing, incident-free relationship with the Cattlewash Property Owners Association where we provide lawn and maintenance services of the beach. We can expect to see greater activity from our bakery in the coming year. We are steadily growing these businesses to create more work-related opportunities for our clients. Here’s how we performed during the period under review.

Vegetable Production for 2015

TOMATOES 3811	\$13,219.50	OKRAS 851	\$1,618.00
BEANS 2772	\$11,626.25	CHINESE CABBAGE 604	\$1,208.00
CUCUMBERS 1521	\$3,042.00	CASSAVA 307	\$1,154.00
MELONS 1431	\$2,862.00	LETTUCE 447	\$894.00
WATERMELON 1374	\$2,723.00	BUTTERNUT SQUASH 393	\$859.50
PUMPKIN 1357	\$2,636.00	HOT PEPPERS 134	\$688.00
SWEET POTATOES 520	\$2,145.00	CABBAGE 303	\$591.00

SWEET PEPPERS

108.5

\$405.25

BEETS

105

\$363.75

CHIVES

62

\$361.00

MARROW

166

\$166.00

SPINACH

58

\$162.50

BREADFRUIT

43

\$86.00

PARSLEY

14

\$84.00

EGGPLANT

47

\$77.00

CELERY

10.5

\$63.00

CAULIFLOWER

18

\$36.00

PASSION FRUIT

10

\$10.00

MIXED HERBS

1

\$7.00

MARJORAM

0.5

\$3.50

TOTAL UNITS

1 6468.5

\$47,091.25



ANIMAL FARM PRODUCTION FOR 2015

Description	Units	\$ (lbs/Ea)
CHICKEN	25,112	\$113,297.54
EGGS	42,569	\$21,284.50
TURKEY	389	\$3 734.40
DUCKS	157	\$1 893.50
TOTAL UNITS		
	68,227	\$140 209.94

INVESTING IN OUR PEOPLE

KEEPING OUR STAFF AT THE CUTTING EDGE!

People today have access to more substances than any previous generation. Research suggests that the potency and variety of drugs—whether they are legal or illegal, natural or synthetic—are stronger than ever before and becoming even more so.

Over the years, we have made significant investments in training our staff, especially our clinical team, to deal with these phenomena. Additional support is provided to the clinical team because they are at the forefront of providing direct services to our clients.

Our personal and professional development agenda for all staff continued into 2015. We completed the final phase of our planned training designed and facilitated by Hazelden Betty Ford School of Addiction Studies.

This final phase of the four parts was facilitated by Dr. Brenda Frye, Professor of the school and covered topics such as Women's Treatment: Addiction and Co-occurring Disorders and Trauma-Informed Treatment, and Crisis Counselling for Women. Dr. Frye returned to Barbados, performed case consultations and assisted with the clinical preparation of the team directly involved in providing client care for Marina House.

We believe that this 21st Century cutting-edge training from a world leader in addiction firmly equips our staff with the knowledge they need to deal more effectively with clients presenting with co-occurring disorders. Men and women suffering from the disease of addiction and mental illness can be assured that they are getting the best of treatment at our facility.



Our Clinical Director, Jacqui Lewis continued her training to provide clinical treatment using the experiential/psychodrama model of therapy. During 2015 she moved closer to completing certification in the Experiential Treatment modality by participating in residential treatment internships at Onsite in the USA. Some of the workshops focused on facilitating interventions and healing trauma. Clients who present at our men's and women's treatment facilities will continue to benefit from her tremendous knowledge and varied experience in addiction using this form of therapy.

Letitia Wilshire joined The SAF team as a Mental Health and Addiction Counsellor assigned to our Women's treatment Centre – Marina House. As part of her orientation, she participated in a two-week extensive training workshop sponsored by the

Caribbean Institute on Alcoholism and other Drugs (CARIAD). This training was attended by a diverse group of Caribbean professionals working in the addiction arena. Her attendance was fully sponsored by one of our corporate partners - Gildan Activewear.

Three members of staff self-sponsored their attendance at AA's 80th Anniversary conference in Atlanta, Georgia, USA. The theme for the convention was "80 Years – Happy, Joyous and Free." It was attended by more than 60,000 participants. The stories of recovery and hope were profound and gave hope to the many still searching for healing. Yvonne Bradshaw was specially invited by the international body to share her story of recovery and the work being done in Barbados and other parts of the Caribbean. She did Barbados and The SAF proud.

INVESTING IN OUR PEOPLE CONT'D

Two staff retreats were conducted in June 2015. The retreat topic "Coping & Thriving with Organizational Change" was timely and well received by staff. Some of objectives of the retreats were to:

- Revitalize staff
- Reflect on current and future changes
- Provide time and space for professional development planning
- Foster a collective vision

The half-day retreats were facilitated by Monique Hassell, Change Manager at ANSA McAl (Barbados) Ltd. as a gift from her organization to The Foundation.

Our supervisors attended an in-house workshop on Corporate/ Business Protocol. This session was specifically designed to assist them in strengthening their business presence; projecting a confident but professional presence by knowing when, where and how to conduct themselves in formal and informal business settings. The session also focused on protocol intelligence and was conducted by Jennifer Hinkson, the Protocol Officer and Senior Assistant Registrar at the University of the West Indies, Cave Hill campus.

Our team also attended Juggling Multiple Projects, a session focused on managing time with an emphasis on being effective and efficient. It provided participants

with practical tools to assist in managing time more effectively and how to juggle multiple projects without compromising quality and avoiding burnt out. A mix of staff levels participated.

Clinical Director Jacqui Lewis and Clinical Administrative Assistant Ruth Parris attended a National Conference on Juvenile Justice at the invitation of The Barbados Ministry of Home Affairs.

Larry Mayers, our Information Systems lead, participated in training sessions on topics that addressed aspects of information security and ethical hacking. Online security breaches are becoming increasingly prevalent and the skills to address these are becoming even more critical.

We are constantly seeking to advance our greening agenda. During the year, Peter



“It is the first time that I have had the opportunity to find out who I am.”

Coppin participated in a 10-day intensive workshop on Permaculture facilitated by the Caribbean Permaculture Research Institute of Barbados. We anticipate using some of the learning and best practices to further develop and enhance our clean/greening goals and activities.

Our staff participated in two national seminars. The first focused on the identification and production of illicit/licit drugs, how they are used and abused and how to identify the user. The topic for the second seminar was “The Investigation of Internet Sales of Drugs.” These seminars were sponsored by the Organization of American States (OAS), Inter-American Drug Abuse Control Commission (CICAD) and attended by a wide cross section of professionals, including treatment providers, law enforcement, policymakers and caregivers.



PLANT IMPROVEMENTS

Following on from last year we continued to carry out major upgrades and repairs to our buildings and the property in general, to ensure that our plant is pristine and fully operational. This is important for the comfort, safety and the treatment experience of our clients and staff.

During the 2014-2015 financial year we repainted our Primary building and replaced its roof, taking the opportunity to also strengthen the structure in preparation for the installation of a solar voltaic system going forward. All the windows in this building were also replaced and were designed to withstand a category 3 hurricane.

The extensive balustrade to our Second Phase was completely replaced and the fire escape to this building was also finished from its start in the previous year. Extensive repairs to the electrical and plumbing systems were also carried out, including

the replacement of many incandescent and fluorescent bulbs to LED lighting, in order to reduce energy cost and in keeping with our Greening initiative.

A third but much smaller building, which we fondly call, "Yellow Bird", was completely refurbished and is now completely accessible.

Timely maintenance is crucial as both our Primary & Second Phase buildings are quite old, with the Primary building being 65 years old and the Second Phase building being rebuilt after a hurricane 184 years ago. We believe with good stewardship buildings can continue to be of value and be a useful resource for many years.

BUILDING OUR DIGITAL BRAND

We continue to grow our online presence. Traffic to the homepage on our website increased exponentially over 2014. During the year, we actively recruited online for suitably qualified clinical and non-clinical staff, to fill vacancies arising from the imminent opening of our women's unit – Marina House. The career section on the site yielded some of our best candidates from which we were able to make job offers.

Our Facebook page achieved another major milestone and was up 400 likes over the previous year's 275. We streamlined our postings focusing mainly on topics that addressed addiction related issues, mental health, trauma and the hope of recovery.

A review of our online activity metrics indicate the following improvements over the previous year.

Visits	Date
3,000	2015
1,000	2014

The "About Us" was the most engaging area of the website. The top five areas of interest are as follows:-

- About Us **1,145**
- Treatment **534**
- Contact Us **335**
- Giving Help **238**
- Publications **228**

We plan to rebrand our website and to create greater opportunities for individuals seeking treatment to locate us.

IN THE NEWS

We recorded a successful year with respect to our print and electronic media mentions. Indications are that this has been our best year ever. January is observed each year in Barbados as Drug Awareness Month. We organized a number of outreach programmes and partnered with the National Council on Substance Abuse.



These activities attracted significant media attention resulting in positive brand image.

We were featured in Rosemary Parkinson's Barbados Bu'n Bu'n – My Culinary Adventure. The voluminous coffee table publication is a national treasure and has been described as a “valuable Bajan Foodie Encyclopaedia”.

We created a corporate logo to facilitate the repositioning of The Substance Abuse Foundation Inc. and for Marina House to bring our newest project into our sub-brands “family” of projects. We also created a logo to brand our baked goods products in preparation for promoting this area of our microbusiness. We rebranded our stationery and increased our pool of images and icons.

We expect that these efforts will help us continue to build upon the very strong Verdun House brand and create the space for Marina House and other sub-brands.

VOLUNTEER PROGRAMME

REAPING REAL BENEFITS FROM OUR VOLUNTEER PROGRAMME

It is a fact that Charities and Not-for-profit organizations rely heavily on volunteers to accomplish important work that simply would have to be put on the back burner or not get done. Why? Because resources are always scarce and stretched.

We always knew that a well-organized Volunteer programme would be of tremendous benefit because ever since Verdun House opened its doors to receive clients suffering from the disease of addiction, we have had individuals volunteering their time and services.

With the help of our international partners at Action on Addiction in the UK and Hazelden Betty Ford in the USA, we were able to formalise our Volunteer Programme that included clinical volunteers and administrative volunteers.

The programme was formally launched during Drug Awareness Month 2015 when we rolled out our Volunteer Policy, Volunteer Agreement, Application Process and Training initiatives. This formal structure was designed so that we could work on tasks in areas that needed

attention without adding additional costs to our payroll. Ultimately, we hope that our volunteer programme will help us achieve some of our organizational goals.

In this report we want to acknowledge and say a heartfelt thank you to Charles Brandford. This outstanding volunteer has truly demonstrated a commitment and dedication to Volunteerism at Verdun—10 years of unbroken service. Truly remarkable!

We are pleased to share how much we have accomplished during the year and the significant impact our Volunteer Programme has had on The Foundation's clinical and administrative activities in our first year.

Formalized training was implemented for clinically-trained volunteers who want to work more directly with the clients. There were seven volunteers who participated in the training and who are now ready to use their skill set to support the clinical team in their work with the clients. An additional two came on board and have also been a great asset to the clinical volunteer pool.

Our Report Card

- 20 persons are involved in our Clinical Volunteer Programme that also include our Research Interns
- 6 persons joined the Administrative Volunteers team. Two of these are very experienced business professionals who are assisting us with our strategic and tactical fundraising efforts.
- Areas that benefitted included: Research & Client Care, Data Collection & Reading tutoring, Dream Board development, Workshop Development, Health & Wellness, filing and archiving, editing, graphic design, event planning, fundraising and administration. We recorded more than 800 hours in volunteer time excluding the time of our board members.



“ I am grateful for being allowed to be a part of a group of people who dedicate so much of their lives toward helping those who are, less fortunate and who are, stricken with the disease of addiction ”

Irene Koszil

FINANCIAL HIGHLIGHTS



Financial Highlights
Expressed in Barbados Dollars
Year: April 2014 - March 2015

Sources of Donations %

PERIOD: APRIL 2014 - MARCH 2015

	\$	%
Dollar a Week	13,000	4
Golf Classic	136,900	43
Covenants	1,500	0.5
Donations	114,077	36
Non-Cash Donations	53,590	17
	319,067	100



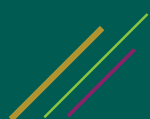
Financial Highlights
Expressed in Barbados Dollars
Year: April 2014 - March 2015

Analysis of Receipts %

PERIOD: APRIL 2014 - MARCH 2015

	\$	%
Raising Grant	2,420,000.00	73
Government Grant	686,105.00	21
Fund Raising & Other Income	220,157.00	6
	<u>3,326,262.00</u>	<u>100</u>

FINANCIAL HIGHLIGHTS CONT'D



Analysis of Expenditure %

PERIOD: APRIL 2014 - MARCH 2015

	\$	%
Capital Expenditure	244,781.00	8
Medical & other therapeutic costs	94,854.00	3
Training	83,106.00	3
Utilities	210,227.00	7
Repairs & Maintenance	384,878.00	13
Administrative costs	213,677.00	7
Food	276,974.00	9
Salaries	1,480,666.00	50
	2,989,163.00	100

Balance Sheet at March 31, 2015

		2015	2014
Assets			
Current Assets			
Cash	\$	216,406.00	795,733.00
Accounts Receivable - net of allowance of nil		66,853.00	201,373.00
Inventory		100,977.00	94,762.00
		<u>384,236.00</u>	<u>1,091,868.00</u>
Property, plant and equipment		8,558,885.00	8,643,206.00
		<u>8,558,885.00</u>	<u>8,643,206.00</u>
Total Assets	\$	<u>8,943,121.00</u>	<u>9,735,074.00</u>
Liabilities			
Current Liabilities			
Accounts payable and accrued expenses		59,650.00	104,381.00
Deferred income		376,644.00	1,376,644.00
		<u>436,294.00</u>	<u>1,481,025.00</u>
Total current liabilities	\$	<u>436,294.00</u>	<u>1,481,025.00</u>
Non-current Liabilities			
Deferred Income		-	376,644.00
		<u>436,294.00</u>	<u>1,857,669.00</u>
Total Liabilities		<u>436,294.00</u>	<u>1,857,669.00</u>
Net Assets	\$	<u>8,506,827.00</u>	<u>7,877,405.00</u>
FINANCED BY:			
General Fund	\$	3,457,264.00	2,707,093.00
Revaluation surplus		5,049,563.00	5,170,312.00
		<u>\$ 8,506,827.00</u>	<u>7,877,405.00</u>



OUR GRATITUDE REPORT

GRATITUDE – “If the only prayer you ever say in your entire life is “Thank you,’ it will be enough.” – Meister Eckhart

We have said this many times over but it is worth repeating every single time. The Substance Abuse Foundation Inc. would not be standing today without the extremely generous contributions of Time, Talent and Treasure from our benefactors and donors!

We continue to be very appreciative and grateful for the selfless giving from philanthropists Hans & Julia Rausing – never wavering in their support for Barbados and for our Foundation. Year after year, the only requirement of us is that 1) We continue to be good stewards and ensure that treatment is available to those in our society who are most vulnerable and 2) that the Government and people of Barbados be equal partners and contributors to the mental health and addiction problems in Barbados.

Our country, like many others throughout the world, is still reeling from the economic downturn. Businesses have been struggling to keep afloat. Getting funding the traditional way is gone. Addiction and substance abuse are generally perceived to be self-controllable that can be managed and treated by personal will power and moral controls. The stigma that comes with the disease also makes it more difficult to get the support and funding that is necessary to

help individuals and their families. This makes us even more grateful for the support we have received during the year.

Thanks to the Government of Barbados for their steadfast support even in these difficult times and understanding that the alternatives to providing treatment is worse for our communities and our country.

We appreciate and thank the many businesses and individuals who contributed for the first time this year. To those who have been consistent supporters – especially Diamonds International and Royal Westmoreland – who have been committed sponsors of our Charity Classic Golf Tournament for 14 years, we want to thank you. For those who ask that their contributions remain anonymous – you know who you are- and we want to thank you also.

To our volunteers who give of their time and expertise – we thank you.

So whether it is a donation of professional services, toiletries, food items, construction materials we say THANK YOU!

Every donation – big or small we are grateful.

Charity Golf Tournament 2015

Diamonds International Charity Golf Tournament at Royal Westmoreland Golf Club

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Period Ending 31-Mar-15

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H. N. Rogers Stationery Limited

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Technical and Vocational
Education and Training (TVET)
Council





The Substance Abuse Foundation Inc.

Verdun House

Verdun | St. John | Barbados

Tel: (246) 433-3488

Fax: (246) 433-5499

Email: info@verdunhouse.com

Website: www.verdunhouse.com